

***** DRAFT *****

Information Technology Solutions – Business Information Strategic Support (ITS-BISS)

STATEMENT OF WORK

1. PURPOSE OF CONTRACT

This is an advisory and assistance contract with emphasis on the provision of information technology and information management (ITM) policy and program management support and services. This includes provision of the full range of advisory and assistance services to support or improve organizational policy development, decision-making, management and administration, program or project management and administration, and research and development activities and their implementation. The intent of this contract is to assist the Environmental Protection Agency in improving its information resources program management, its data processing and telecommunications capabilities and security, and its program management policies and procedures and their implementation. The intent is that the contract's main focus will be on the Agency's ITM requirements, but that the contract will also be available for use by other Agencies, states, tribes, and other government organizations with similar or related requirements.

The Contractor shall furnish the necessary personnel, material, equipment, services and facilities (except as otherwise specified), to perform the Statement of Work. The Contractor shall perform work under this contract only as directed in task orders issued by the authorized ordering officers.

2. LOCATION

Most work under this contract shall occur in Washington, D.C. and Research Triangle Park, N.C. (RTP). The Contractor's Program Management function shall be located in Washington, D.C. The Contractor shall provide office space and appropriate qualified staffing at both the Washington, D.C. and RTP locations to accommodate the requirements both of these locations.

Some work under this contract may occur at other Agency locations, including those listed in section 4.3.

3. REQUIREMENTS

The services described in this section are the primary types of services authorized in this contract. Absence in this section of specific mention of a category of service does not necessarily mean that this contract does not authorize such service. The Agency's designated Contracting Officer, in consultation with the Agency's designated Program Manager, will make final determination whether the contractor may, under this contract, perform a requested advisory-and-assistance type of support that is not specifically addressed below.

The contractor shall provide a full and complete range of technical and professional support to

the Agency to assist with any and all aspects of planning, designing, analyzing, improving, implementing, reporting on, and otherwise supporting the Agency's Information Technology program and its associated infrastructure and its information technology architecture. This will entail not only understanding of ITM, but also understanding of the mission and business processes of the Agency and how they affect its requirements for and use of ITM.

This contract includes the full range of advisory and assistance services described in FAR 37.201 and 37.203, and related services of a similar nature, whether or not they are actually deemed advisory and assistance. This contract allows for provision of those services whether they relate directly to information technology or are ITM solutions for issues of Agency management and administration in a broad sense. The following excerpt from the FAR describes those services:

Advisory and assistance services means those services provided under contract by non governmental sources to support or improve: organizational policy development; decision-making; management and administration; program and/or project management and administration; or R&D activities. It can also mean the furnishing of professional advice or assistance rendered to improve the effectiveness of Federal management processes or procedures (including those of an engineering and technical nature). In rendering the foregoing services, outputs may take the form of information, advice, opinions, alternatives, analyses, evaluations, recommendations, training and the day-to-day aid of support personnel needed for the successful performance of ongoing Federal operations.

The contractor shall provide the services described below in support of the Agency's use of information technology in support of its mission and business. The purpose of this contract is not merely the provision of advisory and assistance services related to ITM, but the provision of those services with an understanding of, and in the context of, the Agency's environmental program and regulatory mission, its statutory responsibilities and the oversight environment in which it operates, and its business processes and systems. The Agency expects the contractor to have an understanding of the Agency's authorizing legislation, governing statutes, and oversight environment and to have general knowledge of EPA, its mission, and programs.

The contractor shall provide no litigation support activities or legal research under this contract. For all analyses, studies, and audits, the contractor shall provide options and recommendations together with a detailed substantiation for the recommendations. The Agency will make all final decisions regarding implementation of the recommendations.

This contractor shall not, under this contract:

- a) acquire hardware, software, or telecommunications resources on behalf of the government except as may be specifically authorized to support task order performance,
- b) put into operational production any Agency hardware, software, or telecommunications systems, or
- c) provide ordinary operation, maintenance, or repair services for any part of the Agency's information infrastructure.

3.1. ITM Policy and Program Support

The contractor shall provide a wide variety of ITM planning and consultation support, examples of which occur below, though not by way of limitation.

3.1.1. ITM Program Policy Support

Clinger Cohen Act of 1996 (Sec 5126) requires the head of each agency, in consultation with the agency's CIO and CFO, to ".....establish policies and procedures that – (1) ensure accounting, financial, and asset management systems and other information systems of the executive agency are designed, developed, maintained, and used effectively...". The contractor may be required to provide support to the Agency's efforts to comply with this and related statutory, regulatory, and policy requirements. The contractor may be required to provide assistance and support in planning, establishing the foundation for, analyzing, developing, supporting, disseminating, and evaluating ITM policies, procedures, practices, technical operating standards, or guidelines. Additional support may be required for developing a strategic plan for, and implementing, an ITM Policy Program. This function is limited to the Agency's internal ITM policies and does not apply to the Agency's environmental and public policies, in the formulation of which the contractor will have no role.

3.1.2. ITM Program Management

The Contractor shall provide support to Agency program offices that are engaged in the performance of ITM Program management activities. This may include development or support for development of ITM governance structures and activities supporting OEI or other offices and provision of ITM expertise for the purposes of improving or enhancing ITM organizational practices or providing advice and consultation for the identification of and resolution of ITM program-management related issues in areas such as:

- a) Program management office;
- b) Policy management;
- c) Project management;
- d) Process management;
- e) Resource management;
- f) Performance management;
- g) Quality assurance and data quality support;
- h) Risk Assessment studies and analyses and development of recommendations regarding designated application systems, hardware configurations, or physical sites; and
- i) Central and Organizational Security Program development and management.

3.1.3. ITM Strategy

The contractor may be required to support strategic planning for the Agency's use of information technology, looking out several years at anticipated advances and changes in technology and information management. The contractor shall, in this role, perform or obtain long-term strategic technology assessment, projections, trend analyses, and the most-informed speculation available. The contractor shall map out likely scenarios for technological advancement and analyze their impact upon the needs, capabilities, and security of the Agency's use of information and ITM as strategic tools and facilitation agents for the protection of the environment.

3.1.4. ITM Business Transformation and Organizational Change

The Agency's ITM program is transforming to better align with the Agency's business objectives. OEI is simultaneously changing to operate on a more business-like basis as a service-oriented organization. Hence, the contractor may be required to provide expert advice and consulting to management of the Office of Technology Operations and Planning, the Office of Environmental Information, and other Offices within the Agency regarding how they can best transform their organizations to benefit from greater degrees of business-like management and operation, within their statutory, regulatory, and policy environments. The objective of this type of support is to educate the Agency about best practices in industry and government, support comparisons of Agency activities with best practices, and facilitate the adoption and adaptation by the Agency of appropriate and applicable best practices for its activities.

3.1.5. Support for Compliance with Mandates

The contractor may be required to perform studies, reviews, analyses, business process reengineering, support for the preparation of business case documentation, and any other support activities that are within the scope of this contract for the purpose of assisting the Agency with assessing and achieving compliance with statutory, regulatory, policy, and similar mandates. Attachment 1 provides examples of these, though not by way of limitation.

3.1.6. Customer Service and Relationship Management

Customer service and relationship management represent major components of OTOP's and OEI's new business model. The contractor may be required to provide consultation, advice, and support in OTOP and OEI efforts at communication with, understanding of, marketing to, and managing their relationships with their customers both inside and outside the Agency. In this capacity, the contractor shall supply expertise and advise regarding customer relationship management practices, methods, tools, and systems, as well as requirements analyses, feasibility studies, alternatives analyses, etc., in support of enabling customer relationship management in the Agency. This may include support for pilot projects and implementations of CRM technologies, tools, and business practices. It may include performance or support of analyses of core competencies, market requirements, and service opportunities, as well as tailored customer-specific requirements analysis and planning and integrated customer feedback and satisfaction-assessment tools and analysis.

3.1.7. Communication Support

The Contractor may be required to assess program office information and data requirements as they relate to the communication of that information, including using Internet technology such as web sites, web services, web applications, and other emerging networking technologies.

Examples of this type of work include, but are not limited to, the provision of support to determine data requirements, formulation of strategies to communicate, present, or supply the information, and the design and development of prototype Web sites or applications, web services, paper or electronic brochures, presentations, or articles. As technology advances, the particular techniques and methods will change, but the objective will remain to support the Agency in identifying and assessing data and information communication requirements and the best ways to meet them and to provide support in achieving those objectives.

The contractor may be required to produce communications products to assist in increasing awareness of Agency information products and to inform staff of procedures to follow for outreach and communications activities. Examples include, but are not limited to presentations (PowerPoint, slides, handouts); fact sheets; videos; DVDs; posterboard displays; exhibit hall displays; desktop publishing files; brochures, flyers, and handouts; procedure documents such as checklists for putting on events; lists of current information products and services to identify unmet needs and opportunities; overall communication strategy documents to encompass systematic communications about present and planned products and ways to provide environmental education information resources and to identify approaches for targeted groups such as environmental professionals and environmental public health professionals; and annual accomplishments reports.

The contractor may be required to provide support for communications meetings, including such support as logistics arrangements, registration desk support, audio-visual arrangements, telecommunications support, identification of potential sites and provision of information for selection of sites, for meetings such as Town Hall meetings, OEI annual meeting for program review or presentation, stakeholder meetings to preview information products, focus group meetings to refine information products or define information needs, and other events as required.

The contractor may be required to identify and support development of appropriate materials for press and speaking opportunities, identify conferences and possible speaking engagements for OEI presentations, identify journals, magazines, and newsletters for articles about Agency products; draft articles or talking points for use in chosen venues, or maintain a calendars of meetings.

The contractor may be required to perform customer and market research, provide timely advice and expertise on customer demographics, needs, and access preferences.

The contractor may be required to identify and characterize stakeholders, maintain directories of audiences and major national meetings for information dissemination or exhibits, or perform communications research, e.g., identifying optimal techniques for expanding awareness of public access to EPA environmental data.

3.1.8. Investment and Portfolio Analysis

The contractor may be required to support and perform investment analysis and planning, including Capital Planning Investment Control (CPIC) business case development for proposed new acquisitions of ITM systems and solutions. The contractor may be required to analyze the Agency's ITM portfolio to identify strategic opportunities for enhancement and remedial investment and develop proposed strategies for investment prioritization and sequencing. The contractor may be required to support CPIC checkpoint reviews during the system life cycle, for example during the system initiation, concept definition, and requirements definition processes early in the system life cycle and during system operation later in the life cycle, and finally during the system retirement component of the life cycle.

3.1.9. ITM Initiatives Support

The contractor may be required to support inter- or intra-governmental ITM initiatives, including CIO Council initiatives and committee projects, E-Gov initiatives and services, and state partnership initiatives. Examples would include, but are not limited to, policy, planning, analytical, and other support for CIO counsel subcommittees and workgroups, development of issue papers, facilitation of meetings, provision of expert analysis of emerging issues, training and educational seminars on counsel initiatives and priorities.

3.1.10. Information Security

The Contractor may be required to perform studies and analyses leading to implementation of recommended courses of action related to the Agency's overall or organizational information security program(s). This includes provision of support and services associated with the Agency's IT Security program and its implementation. The contractor may be required to perform business and technical risk and vulnerability assessments of Agency information and information systems.

3.1.11. ITM Organizational Development and Human Capital Management

The contractor may be required to perform organizational analysis and consultation to assist Agency organizations in structuring themselves and planning their human resources investments and programs to attain optimal benefit from their ITM resources and assets. This may include skill assessments; design and implementation of skills development programs; analysis of skills development tools; selection, acquisition, and implementation support for such tools; and related activities in support of organizational and workforce development.

The Clinger Cohen Act of 1996 and the Office of Management and Budget (OMB) require the Agency to:

- a) Assess the requirements established for Agency personnel regarding knowledge and skill in information resources management and the adequacy of those requirements for facilitating the achievement of the performance goals established for information resources management;

- b) Assess the extent to which the positions and personnel of the Agency meet those requirements; and
- c) Develop strategies and specific plans for hiring, training, and professional development to rectify any deficiencies identified in meeting those requirements.

The Electronic Government Act and Federal Information Security Management Act (see Attachment 1) also establish requirements for human capital management functions.

The contractor may be required to provide assistance to the Agency as it performs those functions, including analyzing, developing, supporting, evaluating, and conducting workforce development assessments, plans, strategies, and programs.

The contractor may be required to evaluate, recommend, develop training materials, and deliver training to Agency personnel and to other personnel who are business partners of the Agency (e.g., state employees who use Agency data systems) in support of the ITM aspects of the Agency's human capital management strategy. Development or use of computer-based training materials may be required.

3.1.12. Conference Support and Meeting Facilitation

The contractor may be required to arrange and conduct meetings involving contractor personnel, government personnel, and other involved parties. For such meetings, the contractor may be required to provide the same type of support required for meetings in section 3.1.7; perform meeting facilitation; take and produce minutes; obtain use of suitable meeting facilities; and provide other similar meeting support.

Procedures and examples for selection and approval of meeting and conference space and assistance occur in US EPA Office of the Comptroller Policy Announcements 94-10, 92-07, and 89-02; US Office of Management and Budget Bulletin No. 93-11, and General Service Administration Amendment 32 to the Federal Travel Regulation. These documents are available online at <http://www.epa.gov/jwicinst/sage/> or by written request to the contracting officer.

3.1.13. Other Support

The contractor shall provide other support in the furtherance of activities related to the scope of this contract. Such support may include, but is not limited to, the following:

- technical review and critique of ITM-related documents from a variety of sources;
- suggesting revisions to such documents as they relate to the Agency's ITM or information architectural environment;
- printing within the limits of federal or Agency regulations;
- physical production of such revised documents, e.g., collating, binding;
- collection, summarization, and transcription of data and information related to the Agency's ITM or information architectural environment,

The Agency may order these services on valid task orders, either in support of other requirements or in their own right.

3.2. Technical Advisory and Assistance Support

3.2.1. Benchmarking and Independent Verification and Validation

The contractor may be required to benchmark specified best-in-breed ITM functions across industry and government using price, cost, and performance analysis. The contractor may be required to perform audits, verification, and validation of the design, configuration, and performance of proposed or existing hardware and software systems or other ITM solutions. The contractor may be required to perform independent verification and validation of cost, price, capacity, etc. estimates developed under Agency or other ITM contracts.

3.2.2. System Definition and Functional Requirements

The Contractor may be required to perform development of requirements analyses, alternatives analyses, feasibility studies, and related studies and audits. This may include provision of support to determine and document functional program requirements, to recommend alternative solutions and to provide corresponding justifying analyses and rationales for these studies and recommendations. In some cases, the contractor may be required to have a basic understanding of environmental programs in general (e.g. environmental regulations, rules, and policy and the process of their development) to perform an analysis of the requirements of a specific environmental program. This analysis will in turn, support understanding of how ITM can assist in fulfilling the environmental program requirements. The ability to understand the environmental program in question is key to being able to provide the technical assistance in defining system requirements and ultimately system designs.

The contractor may be required to provide support for the definition phase of system development, including initiation, concept definition, and requirements definition, including the development, maintenance, and update of documents associated with system definition. Examples of the type of documents produced in system initiation are the initiation decision paper, system management plan, and assignment of project responsibility. Examples of products of concept definition include system concept document, security concept, security risk assessment, and cost benefit analysis. Examples of requirements definition products include requirements decision paper, functional requirements specification, requirements traceability matrix, system test plan, and security plan. Additional information on the Agency's system life cycle management is available in the Agency's policies and procedures, including the Interim Agency System Life Cycle Management Policy (pending) and the Interim Agency System Life Cycle Management Policy (pending). The contractor may be required to support high-level conceptual design of systems to support initiation of the development phase, in which it is anticipated that detailed design, development, implementation, and operation would subsequently occur under contracts specific to those phases.

The contractor may be required to provide technical assistance for information system designs

that define the functional capabilities of actual system modules to be developed, acquired, or utilized. The contractor may be required to develop, install, and implement prototype or pilot systems for the purposes of evaluating or validating potential hardware or software architectures or environments.

Implementation may include development and dissemination of user manuals and other system-related documentation. These manuals and documentation may be used in direct support of the related pilot or prototype effort or may be used as supporting materials for the resulting architectures and environments. A system may be considered in prototype or pilot phase during the period while the system software design and hardware configuration are undergoing test and evaluation by actual or test users with actual or fictitious data. A prototype or pilot will be considered complete when the architectural design or selection is finalized and proven valid.

3.2.3. Technology Assessment

The Contractor may be required to conduct studies, assessments, or market research activities of existing or emerging technologies and their possible application to the Agency's needs or objectives, as well as their potential impacts on the Agency's architectural environment and infrastructure. These may be technologies recommended for potential use in studies conducted by the Contractor or are capabilities that under consideration by Agency program managers who may desire more detailed information before making final decisions regarding implementation of particular technologies. They may be technologies not specifically identified in advance by the Agency, but rather identified by the contractor in response to high-level statements of needs or objectives on the part of the Agency.

3.2.4. ITM Acquisition Support

The contractor shall provide technical expertise support that may lead to acquisitions conducted by the Government under this contract. The contractor shall understand that, in its problem-solving role, alternatives to acquisition (e.g., using already existing resources or technology within other Government agencies) as a solution are available and are in fact encouraged. This support may be provided prior to and during the acquisition. These acquisitions may be for ADP and telecommunication hardware, software, and ITM support services. Examples of the types of support that the contractor may provide to the Agency are as follows:

- make recommendations and provide options, based on market surveys and previously determined requirements, as to optimal separation of required items;
- comparison of Agency requirements to general market availability;
- recommend options and suitability of benchmark or functional demonstration; and
- recommend options including the pros and cons of technical versus functional specifications.

In addition, the Contractor may provide technical input to the Government for Government preparation of:

- justifications for compatibility limited requirements;
- software conversion cost studies;
- specialized technical expertise in the development of specifications;
- conduct of technical research, market research, or similar investigations or evaluations to clarify and provide options for technical proposal content; or
- comparisons of Agency requirements to general market availability.

3.2.5. Studies and Analyses in Support of Other Agency Contracts

The Agency has several large ITM support contracts for the provision of computer operations support and for systems development life cycle activities for the design, development, test, and implementation of computer based applications. These contracts do not offer advisory and assistance services except for those limited instances where a relatively small amount of advisory and assistance work is incidental to the performance of assigned work. In addition, many other Agency contracts do not require expertise in ITM. The contractor may perform ITM advisory and assistance services under this contract in support of Agency work otherwise performed under those contracts. In no instance will the contractor report to, take direction from, or supervise any other Agency support contractor.

3.2.6. Data Modeling and Architecture

The contractor may be required to support Agency efforts to model and manage the environmental data and information it collects and manages (or may in the future) in support of its mission. Note that this is not modeling of the environment, i.e., weather patterns, watersheds, etc., but modeling and management of data pertaining to the environment, i.e., data structures, data standards, etc. This support may entail support for data architecture standards and analyses and performance of planning and policy support related to data standards, acquisition, management, modeling, integrity, sharing, protection, and presentation. The contractor may be required to provide support for knowledge and content management.

3.2.7. Business Process Management

The contractor may be required to provide business process reengineering and related management support to various Agency offices. These business and management processes extend beyond the area of ITM to encompass core Agency business processes and management functions and the information functions that support them. The purpose of this support is to provide analysis and recommendations that lead to improvements in the way the Agency and its various Offices manage and conduct their business processes, particularly in relation to ITM, but not limited to it.

3.3. Enterprise Architecture Support

The contractor may be required to support development and maintenance of the Agency's

enterprise architecture at all layers. Examples of the layers are strategic, business, data, applications, technology, security, and records management. This is in support of the Agency's enterprise architecture at the owner and planner levels, in accordance with CIO Counsel guidelines in support of the Agency's administrative, research and scientific, and environmental and health protection businesses.

The contractor may be required to support building out the architecture to other levels of an architecture framework and present the architecture in a graphic analytical tool. The contractor shall support the linkage and harmonization of the architecture to the budget, investment review, and human capital planning processes of the Agency and the synchronization of the Agency's enterprise architecture with federal reference models and federal architecture models.

3.3.1. Information Technology Roadmap and Planning Support

The contractor may be required to provide technical assistance in the evaluation, development, and maintenance of detailed architectural strategic, tactical, and operational plans. Planning may include technology assessment, disaster recovery assistance, and IRM facility planning assistance.

The Agency structures its information infrastructure around and in conformance with an approved hardware, software, and telecommunications architecture. That architecture is defined in the Agency's technology architecture, part of the Agency's enterprise architecture, and in the Information Technology Roadmap. The Roadmap is currently a website containing the Agency's standards profile, which is an organized collection of predefined products and technologies that define the Agency's ITM standards and guidelines. The Roadmap is integral to the technical design of Agency information systems.

The contractor may be required to:

- a) recommend changes based on Agency input and industry technology trends and directions;
- b) participate in the identification and collection of agency ITM and OEI trends and requirements through participation in events such as agency data calls, ITM management and coordination teleconferences, QIC and QIC Subcommittee meetings, outreach events, and other client interface activities; and
- c) develop a revised draft Roadmap to include all approved changes occurring since the last official publication date.

3.3.2. Technology Implementation Guidance and Support

In support of this area, the contractor may be required to provide guidance on optimal configurations, guidance on techniques for multi-system integration, information on costs and ordering procedures.

3.3.3. Capacity Planning

The contractor may be required to provide technical support to the capacity planning process for any Agency computer platform, including forecasting of future workload and system performance; projecting the impact of current and projected software systems on computing resources; developing, implementing and maintaining a capacity reporting system; and modeling, evaluating, and reporting on Agency computing resource utilization.

3.3.4. Information Infrastructure Management Support

The contractor may be required to provide services (as related to performance of Enterprise Architecture activities) in support of the planning, acquisition, and management of the totality of the Agency information infrastructure (including voice, video, and related telecommunications).

Planning activities may consist of requirements analyses, alternatives analyses, feasibility studies, development of technical specifications, or any other related activities as required by the Agency to ensure that it meets current and future ITM needs of the Agency. The support of general management may consist of, but is not limited to, the following:

- provision of technical oversight of the installed infrastructure,
- monitoring the performance of the infrastructure and its components,
- producing studies and reports,
- providing evaluations and recommendations based on information obtained through the above monitoring and oversight,
- recommending procedural and other changes affecting the infrastructure, and
- other related support necessary for the general deployment of the physical and logical components of the information infrastructure.

As used above, “installed infrastructure” refers to the totality of the Agency’s ITM hardware, software, and telecommunications systems.

3.3.5. Review and Analysis of System Compliance

The contractor may be required to support review and analysis of system projects with enterprise architecture requirements. For example, but not by way of limitation, the contractor may be required to support Enterprise Architecture checkpoints during the system life cycle, including a business alignment assessment during the initiation phase, a technical compliance assessment during the concept definition phase, and an architectural compliance evaluation during the operations and maintenance phase.

3.4. Program Management

The contractor shall provide the program management services specified below to ensure the proper management of the services provided under this contract. The contract project officer

(CPO) will coordinate the assignment of work to the contractor.

3.4.1. Security Plan

The contractor shall develop an information security plan for approval by the Agency, in accordance with the guidance and format of NIST Special Publication 800-18, Guide for Developing Security Plans for Information Technology Systems. The plan shall address how the contractor will protect sensitive information, particularly Agency identified confidential information, while in its possession and during transmission to the Agency, both in hardcopy and electronic form.

3.4.2. Cross-Program Coordination

The Agency Information Technology Architecture shall be the underlying basis of all planning and other work under this contract. In the interest of preserving the integrity of a unified architecture, the contractor shall analyze common requirements between planned and existing projects and requirements that may cross program or medium (i.e., air, water, toxic substances, hazardous waste, etc.), geographic, or organizational lines. The contractor will notify the CPO of any technical or managerial issues arising from any individual task orders--for example, duplication, conflict, or violation of Agency standards or ITM initiatives within the Agency of which the contractor has any knowledge. The principal products of such analysis shall be the identification of opportunities for improvements in Agency ITM and the optimization of resources, the consideration of existing Agency systems and standards as feasible alternatives to the development of new systems and standards, and the submission of special reports and presentation of briefings on the findings and recommendations resulting from the analysis.

As the contractor gains institutional and technical knowledge during work on the contract, the contractor shall disseminate, or at least make available, such information across the contract's task orders and personnel. This is to facilitate sharing of lessons learned and institutional knowledge and understanding. The contractor shall identify to the Contracting Officer, or designee, such information sharing efforts and support extension of them to Agency personnel and organizations.

3.4.3. Contractor Acquired Equipment

In order to facilitate prototype or pilot development and implementation, or otherwise as may be necessary to address unique and unusual requirements of issued task orders, the contractor may acquire software, hardware, and telecommunications services as discussed in this section. All such acquisitions require the prior approval of the TOPO, CPO, and CO. Where practicable, all equipment purchased should be EnergyStar compliant. If not practicable, documentation explaining why these standards can't be met must be provided to the CPO.

The contractor will provide all software, hardware, and telecommunications services for this purpose. The acquisition costs will not be charged directly to the contract, and title will not pass to the Government (see discussion of prototypes in section 3.2.2), unless approved by the CO.

3.4.4. General Guidelines for Task Order Performance

The contractor shall perform the specific requirements of issued task orders under the following guidelines:

- a) For each task order, the contractor shall designate a technical project manager who shall be responsible for all work under the project and shall be the primary contractor point of contact on the task order for the Task Order Project Officer (TOPO) and CPO.
- b) The contractor may be required to meet periodically with the TOPO and other authorized personnel, including the CPO, to review progress and accomplishments, to discuss and resolve problems, to evaluate the impact of Agency ADP policies on the task order objectives and contractor performance.
- c) The contractor may be required to provide technical administrative assistance in preparation of technical or programmatic documentation that may be useful for correspondence pertaining to work under the task order.
- d) The Agency's ITM policy and guidance documents provide detailed and useful information on feasibility study standards. The intent of these standards is to ensure evaluation of all practical and feasible alternatives and the use of factual data and realistic requirements definitions as the basis of the recommendations offered at the study conclusion. The contractor's services and work products shall conform to the guidelines in these documents. These documents are available online at:
<http://www.epa.gov/irmpoli8/>
- e) The contractor shall have the capability of exchanging electronic mail with the Agency. Contractor personnel shall, if necessary for on-site task order performance, acquire access to and use the Agency's electronic mail system as required by the TOPO to communicate with TOPOs and other authorized personnel on contract-related matters. The Project Officer or TOPO will arrange for establishment of user IDs if required.
- f) Contractor personnel who obtain access to the Agency's computing and network facilities shall complete the same level of information security awareness training as is required of Agency employees with similar access.

The Agency will critically examine all technical input from the contractor and perform final approval of all documents, in accordance with requirements of a valid task order. The contractor is neither required nor permitted to make decisions or judgments on behalf of the Agency. Required functions may require development and documentation of opinions and judgments by the contractor; in all such cases, the contractor shall submit these options and recommendations to the TOPO or other cognizant federal employee for review and approval. Only authorized federal employees may make procurement-related decisions or perform inherently governmental functions. The contractor shall undertake no such activity.

3.4.5. Project Controls

The contractor shall implement the following project controls:

3.4.5.1. Deliverables

The contractor shall review all deliverables prepared under the contract to ensure quality in terms of technical content, grammar, format, and appropriateness for the intended audience, in accordance with the requirements listed in Attachment 2. The contractor shall maintain libraries at the Contractor's premises in both RTP and Washington, DC. Each library shall contain all deliverables in both paper and electronic format. At the termination of the contract, the contractor shall deliver a complete library to the Contract Project Officer. The contractor shall be responsible for identifying deliverables by task order, tracking deliverable status (e.g., overdue, completed, etc.), and reporting such status as may be required by the CPO.

3.4.5.2. Reporting Processes

The contractor is responsible for providing an overview of all individual task orders in progress and the contract to TOPOs and CPOs. Reports will provide highlights of task order progress and will describe all significant aspects of task order performance, and the application of management by exception techniques. The contractor shall make reports available in paper, electronic form, or both, as specified by a valid task order. In the absence of such a specification, the contractor shall make them available in electronic form. While all reports must be complete and informative, the contractor's reporting procedures shall emphasize paper conservation (two-sided printing, printing only the number of copies actually needed, etc.) and cost effectiveness.

Notwithstanding other reporting requirements (see above and Section F), the contractor shall provide the following reports for each Task Order issued:

- Monthly Progress Report
- Ad Hoc Reports as needed
- Deliverables Tracking Report as needed
- Property Report as needed

3.4.6. Coordination with the Agency

The Agency anticipates that, over time, the contractor will gain knowledge of various Agency organizational entities through its associations with those entities. Based upon that knowledge, the contractor shall keep the Project Officer and other authorized Agency managers apprised of status and technical issues, so that the designated or appropriate Agency organization may identify and remedy issues and problems. The contractor shall inform the Project Officer of apparent duplication of effort between tasks or task orders and of any evident inconsistencies among tasks or task orders initiated by different Agency organizational entities. The contractor shall provide this information in writing to the Project Officer.

3.4.7. Employee Development and Staffing

The contractor shall provide a stable, competent work force to perform each task order. The contractor shall ensure that its contract personnel, over the contract life, increasingly know and understand the Agency's organizational structure, its mission, its ADP policies, and its software and hardware environments. The contractor shall institute procedures to refresh and enhance this knowledge and understanding. Employees shall remain technically current in their fields of expertise.

Nothing in this section mitigates the contractor's obligation to hire fully qualified and thoroughly trained personnel. Nothing in this section authorizes the provision of remedial training at government expense to overcome training deficiencies possessed by employees when hired. The government does recognize that (1) much of the knowledge required by personnel on this contract comes through performance, (2) during an employee's tenure on this contract, relevant technologies will rapidly change, and (3) ongoing training will be essential to prevent the employee's knowledge and skills from becoming obsolete.

The Contractor may request, and the Contracting Officer may approve in writing, training in those instances where the training is outside of the general educational and experience requirements of the personnel directly required for the technical requirements of the task order. Examples of such approved training areas include, but are not limited to, the following:

- new, specialized knowledge of a previously unanticipated nature,
- expertise in technologies changed or introduced at government instigation, which must be supported by the Contractor under a task order.

3.4.8. Specialized Expertise

In the performance of Technology Assessment studies and analyses, the contractor may be required to have access to highly specialized technical ITM expertise that due to the specificity of the subject technology, may require skills, knowledge, or specific technical expertise that the Contractor may not have within its available resources. In these instances, the Contractor may acquire these temporary short-term resources through other means. This contract requires that the Contractor have quick and expedient access to these types of specialized technical consulting capabilities.

3.4.9. Federal and Agency Standards and Policy

The contractor shall abide by all Agency regulations, policies, and procedures in effect during the contract period of performance. This includes all changes in laws, regulations, policies, and procedures as they evolve during the contract period of performance. The contractor shall conform to the Agency's Enterprise Architecture and all Agency governing documents associated with the Agency ITM infrastructure, including the NTSD Application Deployment Checklist process. As a minimum, the contractor shall conform to and abide by the federal policies and regulations and Agency policies and procedures listed in Attachment 1.

3.4.10. Task Order Initiation

The contractor shall begin work upon any new task order or task immediately upon receipt of notification by the Contracting Officer of the initiation of the action. The contractor shall develop its proposed plan in response in parallel to beginning work, so as not to have a delay in work initiation while the plan is being developed, presented, and reviewed. The contractor shall keep the Contracting Officer, or designee, informed, on a weekly basis, of actual and anticipated expenses during the period prior to approval of the performance plan. During this initiation period, the contractor shall be particularly attentive to cost containment and shall only spend billable labor or incur other costs as absolutely necessary to perform the immediate requirements of the task order.

3.4.11. Competitive Advantage Avoidance

Some information to which the contractor may be exposed under this contract, e.g., investment planning and review information, could offer the contractor a competitive advantage if it were used for purposes other than purely for the performance of the contract. The contractor shall safeguard all such information and limit access to it to those personnel directly performing under the contract and only for the purposes of the contract. The contractor shall especially prevent access to the information by business development, marketing, proposal development, or other such personnel and prevent use of the information for any such purposes.

4. REQUIRED MEETINGS, BRIEFINGS, DOCUMENTS, AND REPORTS

NOTE: At all meetings and briefings, contractor employees shall identify themselves as contractor employees and shall prominently display badges identifying themselves as such. The content and agenda of any meetings or briefings conducted by the contractor shall be reviewed and subject to the final approval of the Agency. All materials to be distributed by the Contractor will be reviewed and subject to the final approval of the Agency.

In addition to the progress reporting requirements of Section F, the contractor shall be prepared to produce deliverables and conduct and participate in meetings and briefings as follows:

4.1. Periodic Contract Status Meetings

The contractor shall attend periodic (normally bi-weekly) status meetings with authorized Agency personnel the CPO and designees. The CPO will announce the time, location, and frequency of the meetings, which may vary over the life of the contract. Contractor attendees ordinarily will include those knowledgeable and involved in performance on active task orders, including the Program Manager, Deputy Program Manager, and a representative of each corporate entity (prime and subcontractors) involved in performance on active task orders, plus other contract personnel as required. At these meetings, the contractor will report to the Agency on the status of ongoing contract issues and task order progress, and the CPO will provide relevant information to the contractor.

4.2. Contractor Presentations and Briefings

The contractor shall give briefings and presentations as required in fully approved task orders. Some of these briefings shall focus on overall contract or individual task order performance, relevant technical and management issues, forecast of technical resource requirements, and application of Agency policies and guidelines.

The contractor shall present briefings to TOPO's and authorized personnel concerning performance, accomplishments, and issues related to individual task orders.

Additional briefings may be required to describe and review contract performance relative to special technical subject areas, and to provide a forum for discussion of opportunities for technology transfer and sharing of resources for common development of required management information systems.

In recognition of the prime contractor's responsibility and accountability for all work performed on the contract, whether performed by the prime itself or by its subcontractors, a knowledgeable representative of the prime contractor shall attend briefings and presentations that any subcontractors provide as deliverables under a task order.

Contractor personnel shall identify themselves by corporate affiliation when attending Agency meetings. Contractor attendance at Agency meetings will be limited to those times and instances when they have a particular role to play or presentation to make.

4.3. Agency Locations

The list is to be updated and inserted here.

Attachment 1**Federal Policies and Regulations**

Government Paperwork Elimination Act (GPEA)	http://www.nara.gov/records/policy/gpea.html
Information Technology Management Reform Act	http://www.whitehouse.gov/omb/memoranda/m96-20.html
Electronic Signatures in Global and National Commerce Act (ESIGN)	http://www.whitehouse.gov/omb/memoranda/m00-15.html
Section 508 Compliance	http://www.access-board.gov/sec508/508standards.htm
Presidential Decision Directive - PDD-62	http://fas.org/irp/offdocs/pdd-62.htm
PDD-63 White Paper	http://fas.org/irp/offdocs/paper598.htm
Presidential Decision Directive - PDD-67	http://fas.org/irp/offdocs/pdd/pdd-67.htm
Federal Information Security Management Act of 2002 (FISMA) (Public Law 107-347, December 17, 2002)	http://csrc.nist.gov/policies/FISMA-final.pdf or http://www.fedcirc.gov/library/legislation/FISMA.html
OMB Memorandum M-99-20, Security of Federal Automated Information Resources	http://www.whitehouse.gov/omb/memoranda/m99-20.html
Federal Information Processing Standards Publications (FIPS PUBS)	http://www.itl.nist.gov/fipspubs/
Privacy Act Policies	http://www.whitehouse.gov/omb/memoranda/m01-05.html
OMB Memorandum on Agency Architecture Development	http://www.whitehouse.gov/omb/memoranda/m97-16.html
OMB Circular A130	http://www.whitehouse.gov/omb/circulars/a130/a130trans4.html
OMB Circular A119	http://www.whitehouse.gov/omb/circulars/a119/a119.html
Electronic Government Act of 2002 (P.L. 107-347)	http://thomas.loc.gov/cgi-bin/bdquery/z?d107:HR02458; TOM:/bss/d107query.html

Agency Policies and Procedures

IRM Policy Manual	http://www.epa.gov/docs/irm_polman/
Information Technology Roadmap	http://basin.rtpnc.epa.gov/ntsd/ITARoadmap.nsf
EPA Web Guide	http://www.epa.gov/webguide/index.html
Agency Network Security Policy Order Number 2195.1A4	http://intranet.epa.gov/rmpolicy/ads/transorders.htm
Computer Security Incident Response - Directive 200.06	http://pintra01.rtp.epa.gov/ntsd/directives.nsf?OpenDatabase&Start=1&Count=30&Expand=5
EPA Security Policy Chapter 8	http://www.epa.gov/irmpoli8/polman/chaptr08.htm
EPA Data Standards	http://oaspub.epa.gov/edr/epastd\$.startup
EPA Target Enterprise Architecture Version 1.0 and Successors	http://intranet.epa.gov/architec/targetea_1216/index.html
EPA Directive 2195A1, EPA Information Security Manual	http://intranet.epa.gov/rmpolicy/ads/manuals/Manual.PDF

Attachment 2**Deliverable Requirements**

Schedules: Schedule incorporates all necessary steps for the accomplishment of the subject activity. Schedule makes reasonable assumptions about available resources. Level of detail of the schedule is sufficient to track progress and costs. Schedule delays are sometimes unavoidable, despite the good-faith commitments and efforts of the Contractor or other parties. However, the Contractor shall avoid allowing any delays to become surprises whenever possible.

Once the contractor has committed to meeting a target date or accomplishing a milestone in a schedule, the contractor shall adhere to the halfway-point rule governing notification by the contractor to the government regarding the need for any delay in that milestone. The halfway point rule is that the contractor shall make the notification no more than halfway from the time the contractor committed to the date to the date itself, or halfway between the preceding milestone's date in the schedule and the subject milestone that requires a delay, whichever is later. Notification later than the halfway point is a sign of poor management and communication on the part of the contractor. If notification prior to the halfway point is not possible, the Contractor shall include an explanation as to why it was not possible when the Contractor informs the government of the schedule delay.

Draft documents: Draft contains a complete table of contents or outline and at least 75% of the material that is to be present in final, unless the government provides explicit instructions otherwise. Draft is without significant technical or factual errors

Final documents: Document is complete and well organized. Document uses clear, plain language and everyday words where possible instead of jargon. Document uses "you" and other pronouns, the active voice, and short sentences. Document is without significant spelling or grammatical errors and generally uses a serif font in bodies of text extending over multiple lines. Document is without significant technical or factual errors. Document presents substantive understanding of the technical material. The document and its contents adhere to applicable Federal and Agency guidance and standards.

Briefings & presentations: Audiovisual aids (i.e., overhead foils, graphics, etc.) are clear and understandable, free of spelling errors, and free of grammatical errors. Briefing is at appropriate level of detail for audience. Briefing is logical and clearly organized. Briefing presents substantive understanding of the technical material.

Version History

Version 0 is the initial draft developed in March 2003. This is the version Phil Paparodis distributed for comment prior to the requirements meeting held October 1, 2003.

Version 1 is the draft resulting from the comments in the October 1, 2003 requirements meeting.

Version 2 is the draft incorporating comments from ITTPD personnel in meetings October 2, 2003. This is the version that Timothy Hinds distributed for comment on October 3, 2003.

Version 3 incorporates comments received through October 14, 2003.

Version 4 incorporates comments received through October 21, 2003.